

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

8 October Agency Training Steering Committee  
Meeting on "Managing in CIA" ProgramDDA/REG  
LOGGED

FROM:

EXTENSION

NO.

OTE 86-6379

DATE

2 OCT 1986

D/OTE  
1026 C of C

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. ADDA  
7D24 HQS

26 OCT 1986

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EDITIONS

GPO : 1983 0 - 411-632

2 October 1986

OTE 86-6379

MEMORANDUM FOR: Associate Deputy Director for Administration

FROM:

Director of Training and Education

SUBJECT: 8 October Agency Training Steering Committee  
Meeting on "Managing in CIA" Program

*Handwritten:* Thank

1. As you know, the DCI on 23 July commissioned all of us to "move out immediately" on his Senate Select Committee on Intelligence testimony on Agency personnel management. One of his key points is that we need to "enhance the management and leadership skills" of our supervisors and managers. The attached "Managing in CIA" program is aimed at implementing his charge.

2. I want to use the 8 October Training Steering Committee meeting to discuss the program with you. I urge you and your appropriate career management and training officers to review it carefully. If you wish clarification of any of the details, please call [redacted] Chief, Management Training Branch, on [redacted]

3. At the meeting I would like to obtain:

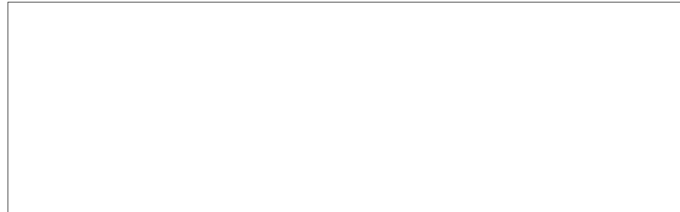
- your endorsement of the overall program concept and design.
- your approval of the content of the required courses, in particular, the Agency managerial values reflected in them as well as the basic principle that we hold our supervisors accountable in a variety of personnel and compliance areas.
- your backing to make the required courses mandatory for all new supervisors GS-11 and above. At first, this should apply to all new supervisors in the Headquarters area; it should be extended to supervisors overseas when we are geared up next year to conduct the courses abroad.

SUBJECT: 8 October Agency Training Steering Committee  
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- your agreement to send 8-10 students as well as appropriate observers from your Directorate to pilot runnings of the required courses on 12-14 November and 24-26 November.
- your commitment to actively involve excellent managers from your directorate in our program as part-time teachers.

4. I believe we are at a unique moment in the Agency's history regarding management development. We must not lose this opportunity to make our managers more effective in getting the job done--through people.

STAT



Attachment

2 October 1986

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Director of Training and Education

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Attachment

## MANAGING IN CIA

|       | DAY 1  | DAY 2  | DAY 3   |
|-------|--|--|---|
| 8:00  | Admin Notes<br>KEYNOTE SPEAKER<br>(Agency Executive)   | INBOX EXERCISE<br>-Participants work on<br>inbox of production<br>& people problems<br>inherited from<br>previous manager<br>T&A, PAR, Security,<br>Grievance, New<br>Employee, Training,<br>Coordination, etc.) | -Participants Report<br>on Panel Results and<br>Lessons Learned   |
| 9:00  | CRITICAL SKILLS FOR<br>MANAGERS IN CIA<br>-Management Needs<br>Survey Results  |  | -Staff Summary of<br>Key Points of Panel  |
| 10:00 | -Agency Culture and<br>Values<br>-Changing Values of<br>Agency workforce   | -Participants report<br>inbox decisions on<br>questionnaire form   | -Participants get<br>feedback on Inbox<br>Exercise  |
| 11:00 | MAKING THE TRANSITION<br>FROM SPECIALIST TO<br>MANAGER<br>-Getting the job done<br>through people                            | PROBLEM EMPLOYEE<br>AND REFERRAL SERVICES<br>(C/SAS/OP)  | QUIZ ON ADMIN PROCEDURES<br><br>DISCRETION, AMBIGUITY,<br>AND MANAGEMENT JUDGMENT<br>--Flexibility  |
| 12:00 | LUNCH<br>(Participants intro-<br>duce themselves)  | LUNCH  | LUNCH   |
| 1:00  | A MANAGER'S<br>RESPONSIBILITIES AND<br>ACCOUNTABILITIES<br>-Keynote Introduction   | HOW TO GET THE JOB DONE<br>(Analyzing, Planning,<br>Implementing, and<br>Evaluating the Work)  | PERSONNEL MANAGEMENT<br>TRENDS AND INITIATIVES<br>(Tandem Couples,<br>Banding, etc.)<br>WORKING WITH SECRETARIES<br>& ADMIN ASSISTANTS<br>(to be more productive) |
| 2:00  | -Participants work<br>on Case Studies<br>(Security, Finance,<br>Personnel, EEO,<br>Employee Development,<br>Grievance, etc.) | PERFORMANCE APPRAISAL<br>CYCLE (AWP, Feedback,<br>PAR, & Panel Ranking)<br>PAR QUIZ<br>PAR CASE STUDY  | EXERCISE YOUR AUTHORITY<br>(Summary by Agency<br>Executive)   |
| 3:00  | -Participants work<br>in groups to<br>reach consensus<br>on how they would<br>handle cases                                   | -Participants work<br>alone  | -Participants develop<br>an Action Plan to<br>apply and to continue<br>learning on the job<br>with their managers   |
| 4:00  |  | -Class discussion  |   |
|       |  | PANEL RANKING EXERCISE<br>-Participants prepare<br>their rankings  | COURSE WRAP UP<br>-Participants complete<br>evaluations   |
| 5:00  | DINNER WITH PANEL<br>OF SENIOR MANAGERS  |  |   |
| 6:00  | -Panel moderates<br>group reports on<br>Case Studies   | -Working Dinner with<br>Directorate & Component<br>CMOs leading Panel<br>ranking discussions   |   |
| 7:00  | -Panel summarizes<br>Key Points of mgt<br>accountabilities   | -Participants discuss<br>individual career<br>services   |   |